Day	Action	Detail
4	Place files on shared drive	Create the folder structure from the toolkit in your shared drive. Ensure all risk owners have read/edit access to the register and the dashboard file.
5	Brief the team	Hold a 30-minute briefing using T0611-01 Register Training. Cover: what counts as a risk or an opportunity, how to score likelihood and impact, and who owns treatment actions.

Week 2 — Operate

Day	Action	Detail
6–7	Run the first risk identification workshop	Work process by process using the context register, interested-party requirements and audit findings as inputs. Enter every risk and opportunity into F0611-01 with a description (col G), cause (col I), consequence (col J), and current controls (col K).
8	Score every entry	Assign likelihood (col M) and impact (col N) using the Risk Assessment Scoring sheet. Check the Exposure Indicator (col P) and Auto Assessment (col Q). Anything High or Very High needs a named Process Owner (col W) and a mitigation plan (col T).
9	Test the dashboard	Save the register and upload it to D0611-01. Check that all 16 charts, the Gantt timeline, and the register table populate. Confirm the KPI cards match the register counts.
10	Identify any customisation needs	Note any dropdown values that need adjusting and any process not represented in the process list. Update the source lists in rows 89–106 and re-upload.

Weeks 3–4 — Embed

Day	Action	Detail
11–15	Run the first treatment cycle	Choose the highest pre-control risk and complete it through treatment — actual control measure (col R), mitigation response (col S), post-control scores (cols X–Z), residual risk (col AA), date implemented (col AB), and status (col AD). Use it as the worked example for the team.
16–20	Prepare the first management review pack	Use the Risk Management Review Pack template. Upload the current register to the dashboard and screenshot the KPI cards, heat maps, exposure charts, control effectiveness, and Top 10 residual risks into the placeholders.
21–25	Train risk owners	Run 20-minute briefing sessions with each risk owner using T0611-01. Focus on: scoring consistently, writing a mitigation plan with timescales, and updating post-control scores when the action is implemented.
26–30	30-day review	Review the register: does every High and Very High entry have an owner, a plan, and a review date? Is any process carrying a disproportionate share of exposure? Set the review cycle (col AG) for every open entry.

3. Who Owns What

The toolkit is designed to distribute ownership appropriately across the organisation. The following table defines accountabilities.

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Audit Area	What the auditor will check
Effectiveness of actions (Clause 6.1.2 / 6.1.3, 9.1.3 e–f)	Treated entries have post-control scores (cols X–Z), a residual risk (col AA) and a Risk Movement value (col AE). The auditor will ask for the evidence behind a reduced score.
Review cycle (Clause 6.1, 9.1.3)	No entry has an overdue Review Due date (col AG). The auditor will pick overdue reviews from the Gantt timeline.
Management review evidence (Clause 9.3.2 g, h)	Evidence that the effectiveness of actions to address risks and, separately, opportunities was presented at the last management review. The Management Review Pack provides the structure.
Context and interested-party linkage (Clauses 4.1, 4.2, 9.3.2 b, c)	New or changed external/internal issues — including climate change — and interested-party requirements have generated register entries (col H Interested Party Concerns).

5. Getting the Most from the Dashboard

The Risk & Opportunity Dashboard is the most commercially distinctive element of this toolkit. Three practices will maximise its value:

- Upload the register before every meeting where risk will be discussed — management review, process owner meetings, internal audit opening meetings. The dashboard takes 10 seconds to update, and the data persists in the browser between sessions.
- Use the filter tabs. "All Entries" is for the overall picture. "Risks Only" is for the Clause 9.3.2 (g) input and treatment decisions. "Opportunities Only" is for the 9.3.2 (h) input. Show the right view for the right audience.
- Use the pre/post comparisons, not just the counts. The heat maps, the Risk Score Movement butterfly chart, and Control Effectiveness % by Process show whether controls are actually reducing exposure. A process with high pre-control scores and no movement is where management attention belongs — and the Top 10 Highest Residual Risks chart tells you which entries to discuss first.

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